

May 2025



STRATEGY SUMMARY & CORPORATE PLAN

**Mobilising Volunteers
for a Better Britain**



**BRITAIN HAS NEVER
NEEDED THE SUPPORT
OF OUR VOLUNTEERS
MORE, AND ITS
EXTRAORDINARY
VALUE IS NOW
BETTER UNDERSTOOD
THAN EVER.**



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THE POWER OF **VOLUNTEERING** TO CHANGE LIVES

Millions of Britons volunteer and in doing so they improve our own lives, help others, and profoundly strengthen the communities they inhabit.

At Royal Voluntary Service, we see volunteers as the lifeforce of Britain.

Britain has never needed the support of our volunteers more, and its extraordinary value is now better understood than ever.

Over the next 10 years, Royal Voluntary Service will focus all our efforts on inspiring, connecting and supporting people to volunteer, so we can grow participation and expand impact.

Volunteering builds trust across communities, grows skills and confidence, brings people together, supports health and wellbeing, and underpins our social fabric, creating more resilient neighbourhoods.

We will champion volunteering and innovate, to make it easier than ever for people to connect and give their time to causes they care about. We will work with others to break down barriers, so everyone can play their part, and we will pour passion into growing the impact of our own volunteer-powered services.

In turn, we'll build a kinder, better-connected Britain that's more able to face today's challenges, and whatever is to come.

A summary of our strategy and corporate plan is presented on the following pages.

OUR STRATEGY

2025-2035

Mobilising volunteers for a better Britain

INSPIRING

**LEADING AN
EXPANSION OF
VOLUNTEERING TO
BUILD A STRONGER
NATION THROUGH...**

Working with partners
to grow volunteering
across all life-stages,
particularly young
people and working age

Tackling inequalities
and opening up
volunteering for all

Transforming and
demonstrating the
social and economic
value of volunteering

CONNECTING

**CONNECTING
PEOPLE,
COMMUNITIES AND
CAUSES TO IMPROVE
LIVES THROUGH...**

Mobilising volunteering
at scale (for us
and others)

Making it easier for
everyone to volunteer
through powerful
innovations

Bringing people together
to build belonging,
connection and trust
(inside Royal Voluntary
Service and outside)

SUPPORTING

**DELIVERING
VOLUNTEER-
POWERED SUPPORT
WHERE IT'S NEEDED
MOST THROUGH...**

Our community services,
helping people to live
happier, healthier lives

Mobilising volunteers
for civil contingency
and public services
including the NHS

Growing volunteers'
confidence and capacity
for greater impact

ENABLERS

Our people

Innovation

Expertise and insight

Collaboration

Scale

Communications

OUR STRATEGY

2025-2035

Mobilising volunteers for a better Britain

INSPIRING

HOW WE WILL DO IT

Influencing public policy, funders and stakeholders to support expansion

Working together with business, government and sector to unlock potential

Breaking down barriers together, resulting in system change

Using research and insight to prove social impact and economic value

Inviting support of donors and partners

CONNECTING

HOW WE WILL DO IT

Innovating to create 'frictionless' easy-to-access volunteering experiences

Widening opportunities to volunteer across charities of all sizes, business and public services

Sharing best practice and growing skills

Campaigning to ignite interest and drive action

Inviting support of donors and partners

SUPPORTING

HOW WE WILL DO IT

Providing volunteer-powered services for home support, health support and community connections

Testing and learning new volunteering models and expand into new settings

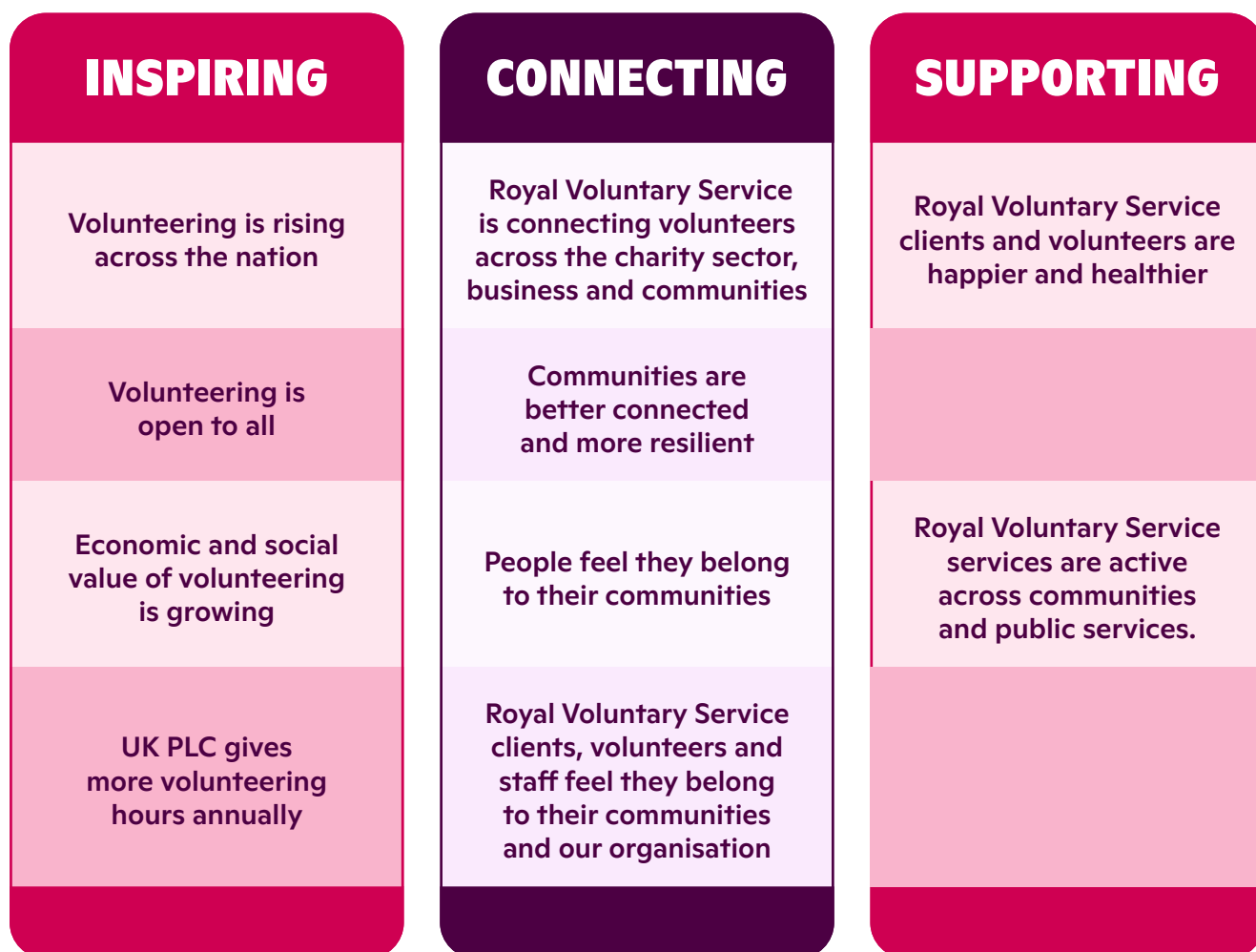
Creating rewarding volunteering experiences which develop our people

Assembling and supporting a contingent of volunteers to deploy in crisis.

Inviting support of donors and partners

OUTCOMES OVER **10 YEARS**

Mobilising volunteers for a better Britain



We are currently developing an impact strategy to support our 10 year strategic framework.
Impact goals and measures will be defined as part of this work through the summer.

CORPORATE PLAN

2025-2027

**Enabling more people and
communities to benefit
from volunteering**

EXPANDING THE VOLUNTEERING OFFER TO

EVERYONE

OUR TWO-YEAR CORPORATE PLAN SITS WITHIN OUR NEW 10 YEAR STRATEGY

Our 2025-35 strategic frameworks sets out an exciting ambition for the next 10 years, with a clear focus on mobilising citizens to connect to their communities across Britain through the power of volunteering.

Taking learnings from the pandemic forward, we will be relentless in our ambition to support, inspire and connect people from all backgrounds to volunteering opportunities.

Currently just 28% of the population formally volunteer annually. This is down from 45% in 2013/14 (*Community Life Survey DCMS*). This is despite the significant health, wellbeing and life-skills benefits it offers.

Why is this? Put simply, the structure of volunteering has not kept pace with lifestyle changes. It is too difficult for many people to volunteer around their other commitments.

OUR NEW STRATEGY IS TIMELY

During this initial stage of our strategic period, we will focus on working with our partners to develop an eco-system, utilising digital technology, where *frictionless volunteering* is available to everyone. Breaking down barriers and opening up volunteering to more people from every life-stage will expand the vital support available in our communities and help rebuild Britain's social fabric. A key area of focus will be to expand corporate volunteering.

We also have the opportunity to reset within the external environment, positioning Royal Voluntary Service as an expert agency supporting *volunteering for all*.

During this period we also plan to expand our own service portfolio and increase our client reach.

We are stronger when we work with others, and our partnerships and coalitions will continue to be a key feature of the way we work. Volunteering spans all sectors and we are committed to working with the state, business and the wider VCSE sector to optimise the opportunities for people to gain access to volunteering on their terms.

TRANSFORMING

ROYAL VOLUNTARY SERVICE

To deliver on our ambitions we will continue to develop our capabilities as well as increase the reach of our services and volunteering.

Recognising the ongoing change and transformation needed our priorities are set out below for which we will need sufficient skills and capacity.

Thanks to the huge efforts of our talented team, we are already well advanced with many of our corporate plan priorities.



OUR PRIORITIES

BUILDING A STRONG AND VIBRANT ROYAL VOLUNTARY SERVICE

New products and services	Existing products and services	Promoting Royal Voluntary Service	Increasing income
<ul style="list-style-type: none">• Volunteering Platform• Marketplace• ITV marketing events	<ul style="list-style-type: none">• EPOS support and equipment• HR system replacement• Coldharbour replacement	<ul style="list-style-type: none">• Brand refresh• Engaging new corporate partners at scale	<ul style="list-style-type: none">• Expand retail footprint• Retain H&C local services• Launch the Volunteering Platform and Marketplace• Expand fundraising income
Internal resources	Infrastructure	Engaging stakeholders	
<ul style="list-style-type: none">• New COO and CFO• Data management and reporting• OD exercise	<ul style="list-style-type: none">• Strengthen IT infrastructure	<ul style="list-style-type: none">• Building new partnerships• Leadership of the volunteering infrastructure	

THANKS TO THE HUGE EFFORTS OF OUR TALENTED TEAM, WE ARE ALREADY WELL ADVANCED WITH MANY OF OUR CORPORATE PLAN PRIORITIES



KEY PRIORITIES

1

Facilitating the move to 'frictionless volunteering' by developing and launching the Volunteering Platform

2

Launching the Volunteer Marketplace to support corporate partners to enhance their volunteering programmes

3

Influencing the external environment

PRIORITY 1

Facilitating the move to 'frictionless volunteering' by developing and launching the Volunteering Platform

OBJECTIVES

YEAR 1	YEAR 2
To introduce the Volunteering Platform to the corporate and charity sectors	To establish the Volunteering Platform as the most popular frictionless volunteering tool

ACTIVITIES

YEAR 1	YEAR 2
To complete the build of the Volunteering Platform and launch the Volunteering Programme	To build the use of the platform by increasing the number of hours of volunteering, the number of corporate partners and their volunteers as well as the number of charities and the placements they offer

DELIVERABLES

YEAR 1	YEAR 2
The platform itself and an initial set of corporate and charity partners	A mature, financially sustainable platform with a large, loyal cohort of users

PRIORITY 2

Launching the Volunteer Marketplace to support corporate partners to enhance their volunteering programmes

OBJECTIVES

YEAR 1

Establish a compelling offer to corporate partners

YEAR 2

Expand the Marketplace

ACTIVITIES

YEAR 1

Market the services to potential customers

Build initial delivery model

YEAR 2

Add more customers and more services

Build self-sustaining delivery model

DELIVERABLES

YEAR 1

Successful assignments

Achieve small net contribution after cost of investment

YEAR 2

Successful assignments

Generate a material contribution to central costs

PRIORITY 3

Influencing the external environment

OBJECTIVES

YEAR 1	YEAR 2
Volunteering is a higher priority for key stakeholders e.g. Government, NHS, other charities	Volunteering is a higher priority for the public

ACTIVITIES

YEAR 1	YEAR 2
<p>Engagement with policy makers and influencers</p> <p>Utilise roles with external groups e.g. Shaping the Future with Volunteering, Richmond Group</p> <p>Review potential to assume a more formal leadership role in volunteering</p>	<p>Build on promotion of the Volunteering programme to inspire the public to volunteer</p> <p>Use results from DCMS Community Life survey to target under-represented groups</p>

DELIVERABLES

YEAR 1	YEAR 2
Wider Royal Voluntary Service Leadership Group is seen as the prominent authority on volunteering through thought leadership publications	<p>Increase in volunteering in under-represented groups</p> <p>Thought leadership publications</p>

INCOME **STREAMS**

RETAIL	OVER THE NEXT TWO YEARS WE WILL...
<p>Our retail is stable and ready to move into a new phase of development.</p>	<p>Aim to begin to refurbish 5 units per year, aligning to lease renewals/extensions</p> <p>Develop and test additional offers including a premium and value offer</p> <p>Identify new opportunities in or outside the NHS, target of 4 per year. Potential investment required and potential increase in sales will be worked through in business case as and when the opportunities arise</p>
H&C SERVICES	OVER THE NEXT TWO YEARS WE WILL...
<p>There is an opportunity to grow our 536 Community Service delivery areas with a focus on developing preventative services and health support closer to home.</p>	<p>Secure services less likely to be impacted by cuts and deliver broader support to the community</p> <p>Define and test new concept formats that meet requirement of the community and commissioners</p> <p>Continue to grow Dementia Together through a blend of fundraising and service user income</p> <p>Develop 'Community Meals' - fostering social connections, community cohesion, supporting mental health</p> <p>Focus on delivering to three key areas in the NHS 10 year plan, with reference to the National Voices 'I Statements'</p> <p>Grow WRVS Services Welfare reach from 54 to 57 units</p>

INCOME **STREAMS**

MARKETPLACE

Develop the Marketplace as the charity's 4th income stream

OVER THE NEXT TWO YEARS WE WILL...

Develop the product lines within the Marketplace offer

Continue customer research to validate the propositions and confirm the revenue pathways for individual customers

Investigate the market size and propose pricing

Identify sales, product & marketing requirements

FUNDRAISING

Develop new set of fundraising offers and propositions

OVER THE NEXT TWO YEARS WE WILL...

Build on dementia service donations by attracting additional funders

Explore aligning Marketplace offer with corporate fundraising

Grow flagship campaigns such as Festive Spread

Create and implement new cases for support

ESSENTIALS TO ACHIEVE **OUR OBJECTIVES**

1

Building team Royal Voluntary Service

- Promote diversity across our employees and volunteers
- Foster skills growth, structural agility, and cross functional working
- Develop collaboration and accountability, and build middle management capability
- Set performance expectations for all colleagues

2

Optimising IT and advancing digital capability

- Create an IT capability which is agile, cost effective, and led by enterprise architecture
- Focus on continual simplification and value
- Build our internal skills and reduce reliance on third parties
- Look ahead to new capabilities such as digital products

3

Building powerful partnerships and collaborations

- Forge partnerships which unlock volunteering potential
- Build better capabilities which break down barriers
- Effectively promote volunteering alongside others
- Pool resources to make a bigger impact on key issues affecting society

ESSENTIALS TO ACHIEVE **OUR OBJECTIVES**

4

Bolstering our research and Knowledge Centre

- Further build the Royal Voluntary Service brand as a thought leader on volunteering
- Share insight and knowledge to help propel volunteering forward
- Support our sales pipeline for the Marketplace

5

Investing in our brand and communications

- Build a contemporary, dynamic brand aligning to our strategic intent
- Grow the impact of our communications across our channels and priorities
- Support a confident forward-looking culture within the charity

GOALS FOR **25/26**

1

Grow the number of people supported by Royal Voluntary Service and its volunteers to 150,000 (from 112,762 currently)

2

Increase the number of people who volunteer with Royal Voluntary Service by 25% from 12,500 currently

3

Number of volunteering hours given via the platform – target to be confirmed

4

Number of placements undertaken via the platform – target to be confirmed

5

Increase the diversity of our volunteers, specifically:

1. Growing the percentage of people with a declared disability from 5% to 8% (currently 5.5% among all volunteers)
2. Growing the percentage of younger people (16-24) from 12% to 16% - 4% growth
3. Growing the percentage of younger working-age adults (25-44) from 18% to 21% - 3% growth
4. Supporting people into work through volunteering. Our proposed target would be to meet the 250 people target by the end of 25/26

6

Deliver a financial surplus each year and a modest increase in our general reserves

7

Achieve income ambitions from our retail and fundraising activities



royalvoluntaryservice.org.uk